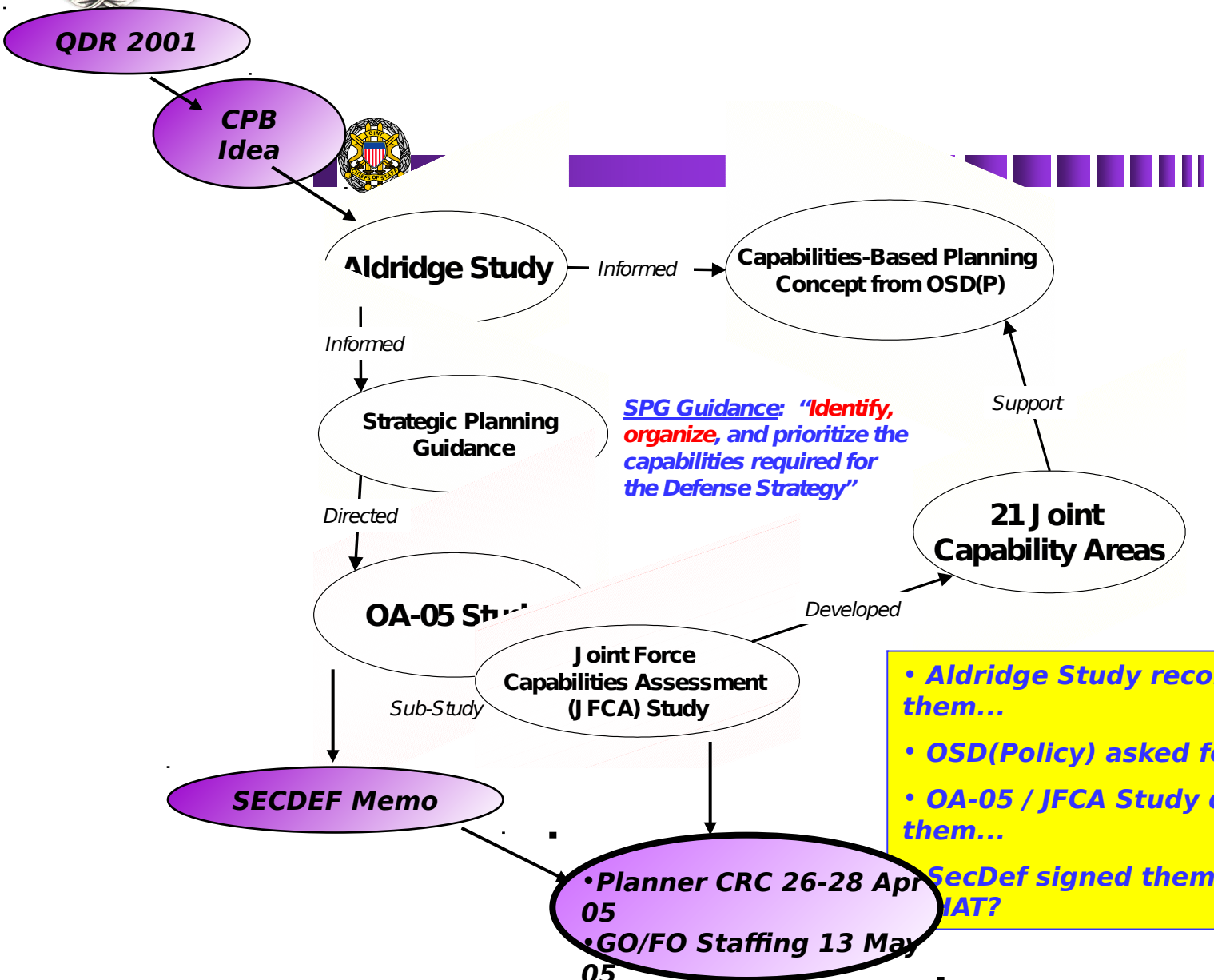
Joint Capability Areas

24 August 2005

How we got here



Joint Capability Areas Tier 1 / 2

- **Joint Force Generation** – Man, Equip, Organize, Develop Skills
- **Joint Force Management** – Global Posture, Global Force Management, Planning, Future Capability Identification
- **Joint Battlespace Awareness** – Planning and Direction, Observation and Collection, Processing and Exploitation, Analysis and Production, Dissemination and Integration, Evaluation and Feedback
- **Joint C2** – Exercise Command Leadership, Develop Shared Situational Awareness and Understanding, Communicate Commander's Intent and Guidance, Plan Collaboratively, Synchronize Execution Across all Domains, Monitor Execution, Assess Effects and Adapt Ops, Leverage Mission Partners
- **Joint Net-Centric Operations** – Information Transport, Enterprise Services, Info Assurance, Knowledge Sharing, Applications

- **Joint Public Affairs Operations** – Public Affairs Op Planning, Public Info, Command / Internal Information, Community Relations
- **Joint Interagency / IGO/ NGO/ Coordination** – US Gov't Interagency Integration, Intergovernmental Organization Coordination, Nongovernmental Organization Coordination
- **Joint Protection** – Conventional Weapons Threat, Terrorist Threat, WMD Threat, Protection from Exploitation, Personnel Recovery
- **Joint Logistics** – Joint Deployment/Rapid Distribution, Agile Sustainment, Op Engineering, Force Health Protection, Joint Theater Logistics, Logistics Information Fusion, Multinational Logistics
- **Defense Support of Civil Authorities** – Mil Assist of Civil Disturbance, Mil Assist to Civil Authorities, Mil Support to Civilian Law Enforcement, Emergency Preparedness

Joint Capability Areas Tier 1 / 2

- **Joint Homeland Defense**- Air and Space Defense, Land Defense, Maritime Defense, Critical Infrastructure Protection
- **Joint Global Deterrence** – Global Strike, Global Defense, Force Projection, Responsive Infrastructure, Inducements
- **Joint Shaping** – Military Diplomacy, Presence, Security Cooperation, Defense Support to Public Diplomacy, Strategic Information and Engagement Coordination
- **Joint Stability Operations** – Humanitarian Assistance, Reconstruction, Security
- **Joint Information Operations** – Electronic Warfare, Computer Network Operations, Operations Security, Military Deception
- **Joint Access & Access Denial** – Forcible Entry, LOC Protection, Contingency Basing, Seabasing, Freedom of Navigation, Blockade
- **Joint Special Operations & Irregular Operations** – Special Recon, Direct Action, Counter-Terrorism, Unconventional Warfare, Foreign Internal Defense, Civil-Military Ops, PSYOP, Joint Irreg Warfare
- **Joint Land Operations** – Conduct Op Movement and Maneuver, Provide and Employ Joint Fires, Conduct Decisive Maneuver
- **Joint Maritime /Littoral Operations** – Surface Warfare, Undersea Warfare, Maritime Interdiction, Maritime/Littoral Expeditionary ops, Maritime/Littoral Fires
- **Joint Air Operations** – Offensive Counterair Ops, Strategic Attack, Air Interdiction, Tactical Air Support, Theater Air and Missile Defense
- **Joint Space Operations** – Space Control, Space Force Application

Tier 1 JCA Definition

A collection of similar capabilities grouped at a high level in order to support decision-making, capability delegation, and analysis. Tier 1 JCAs can be generated through any one of the following four sources:

- Provided to a regional COCOM by a supporting COCOM, Agency, or Service
- Delegated by a CJTF to one of his component commanders for execution as the 'supported commander'
- Provided through a Regional COCOM to a CJTF for execution by one of the JTF staff principals in order to deliver specific functional capability across all the components of the JTF

A Construct for Joint Capability Areas – Level 1

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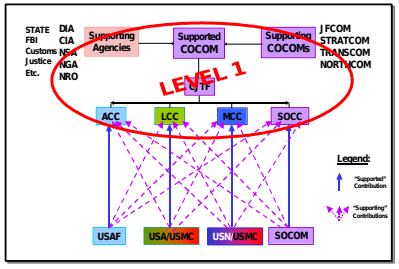
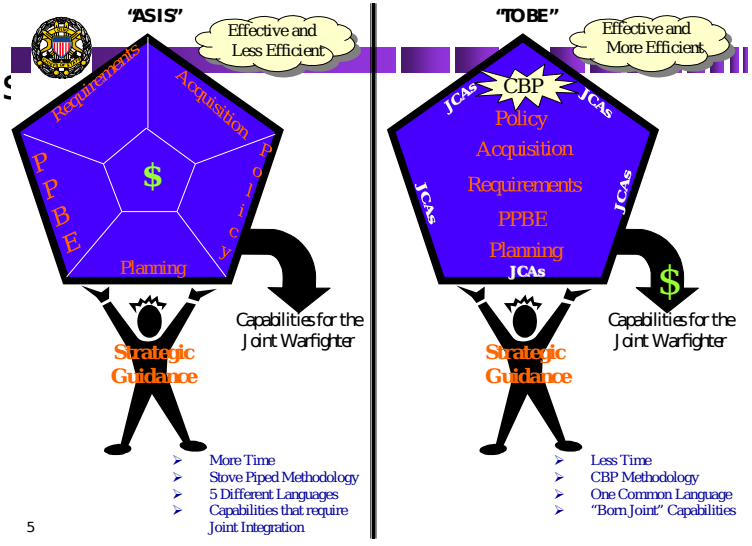


Level 1 Joint Capability Areas are **collections of similar capabilities grouped at a high level** in order to support decision making, capability delegation, and analysis.

Joint Capability Areas can be generated through any one of the following four sources:

1. Capability Areas **generated and provided to** a regional COCOM by a supporting COCOM, Agency, or Service
2. Capability Areas **delegated by** a CJTF to one of his component commanders for execution as the 'supported commander'
3. Capability Areas **provided through** a Regional COCOM to a CJTF **for execution by** one of the JTF staff principals in order to deliver specific functional capability across all the components of the JTF
4. Capability Areas **identified by senior leaders** for Level 1 visibility



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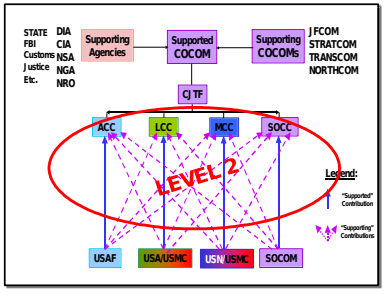
Tier 2 JCA Definition

A functional or operational capability with sufficient detail to support CJTF-level operations/missions, or joint force generation/management activities. Tier 2 JCAs scope, bound, clarify, and better define the intended mission set of their Tier 1 JCAs. They prevent duplication between Tier 1 JCAs, and are not Service or platform specific.

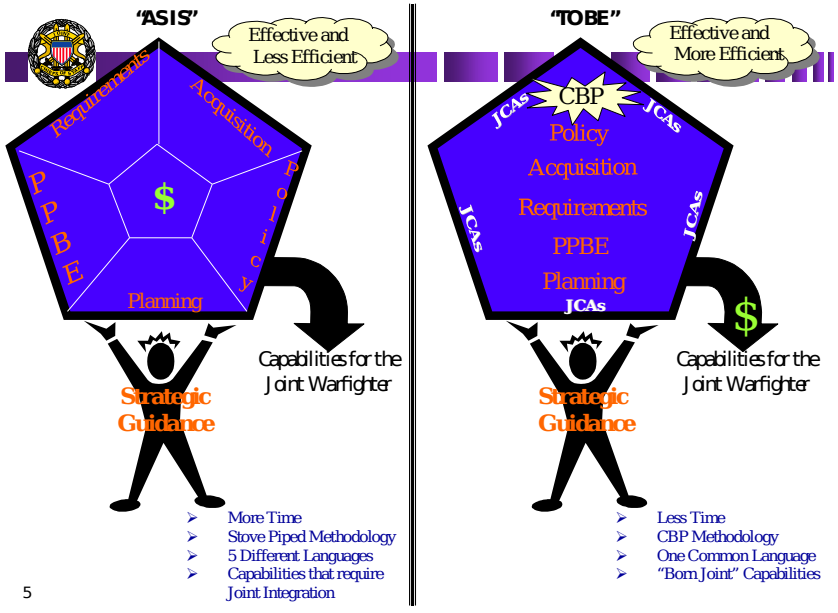
A Construct for Joint Capability Areas - Level 2



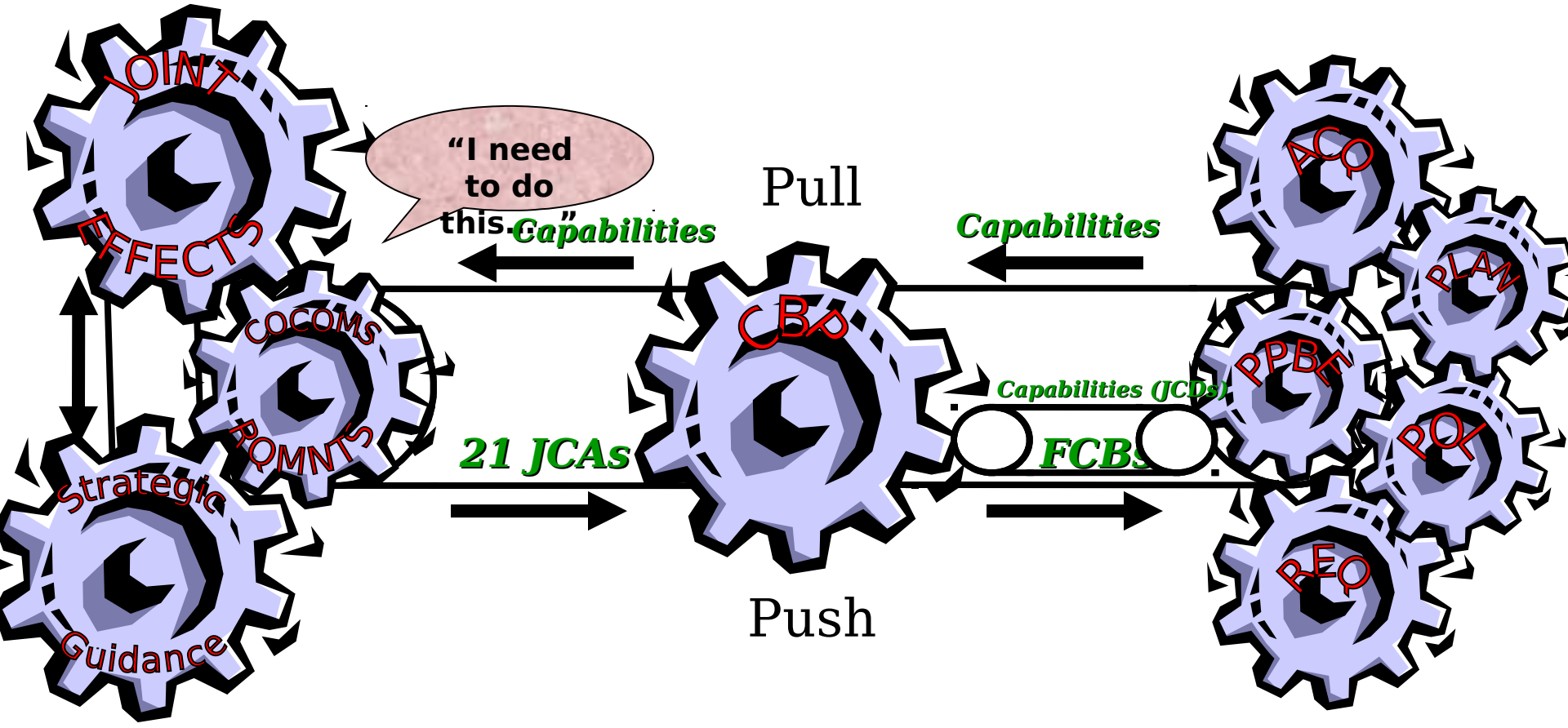
Level 2 Joint Capability Areas capture functional and operational detail that translate to CJTF-level operations/ missions.

Level 2 Joint Capability Areas:

- **Scope, bound, clarify and better define** the intended mission set of the Level 1 capability category
- **Prevent duplication** between high-level categories
- **Are not Service or platform specific**
- Strive to **link to existing Service capability frameworks**
- Are **subject to periodic review/refinement**



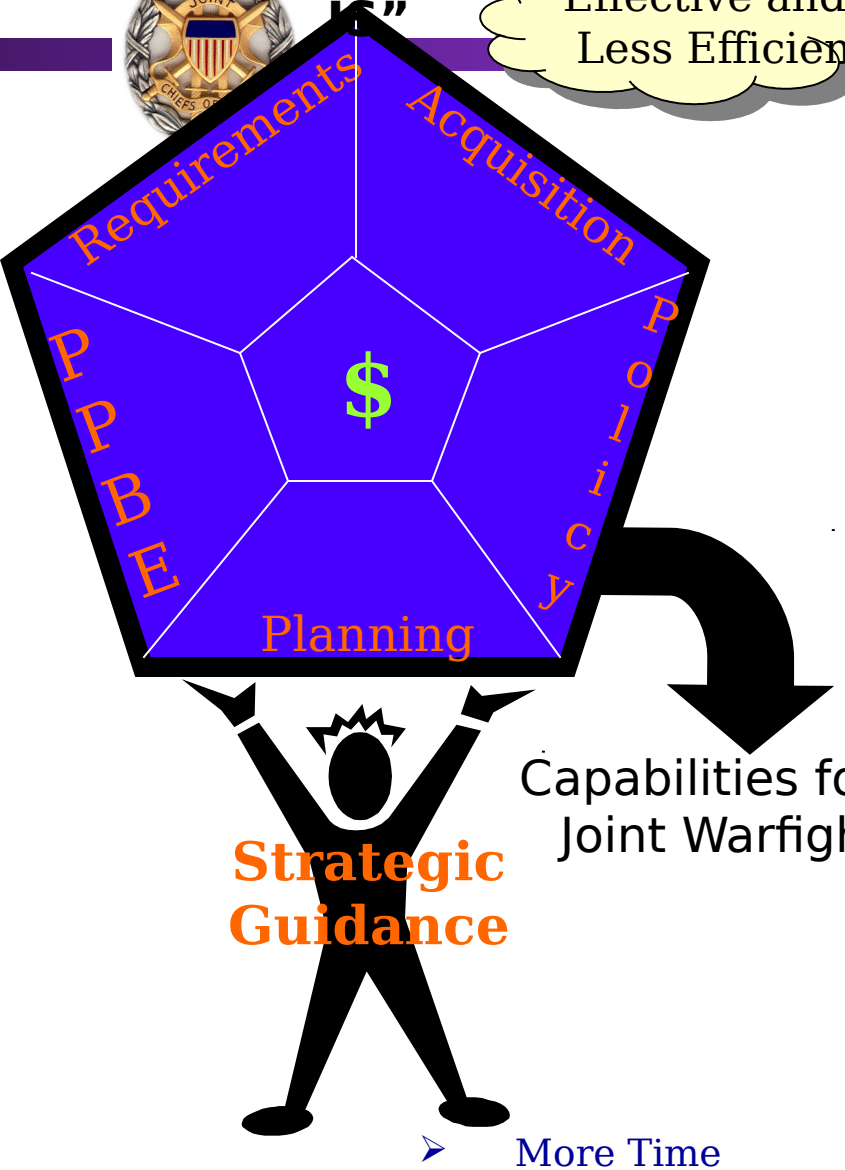
Capabilities Based Planning



Like oil that lubricates machinery,JCAs provide a common language that ties together fundamental business processes

"AS IS"

Effective and Less Efficient



Capabilities for the Joint Warfighter

Strategic Guidance

- More Time
- Stove Piped Methodology
- 5 Different Languages
- Capabilities that require Joint Integration

"TO BE"

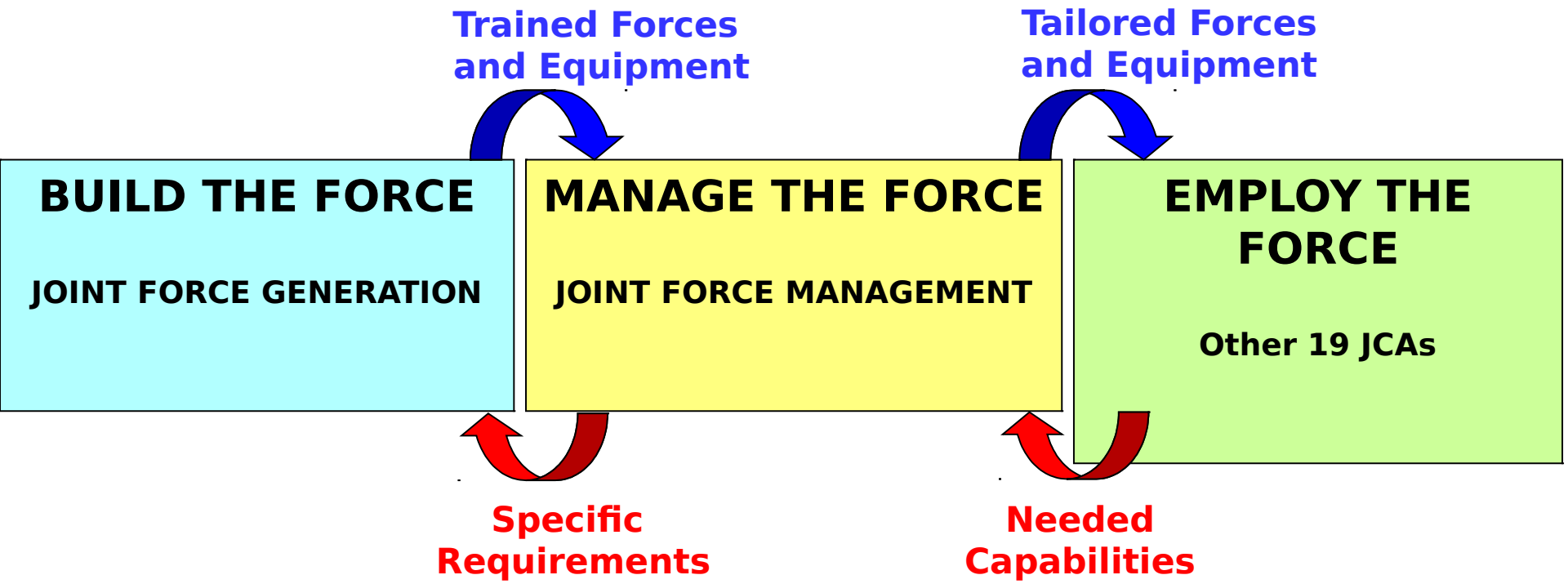
More Effective and Efficient

Capabilities for the Joint Warfighter

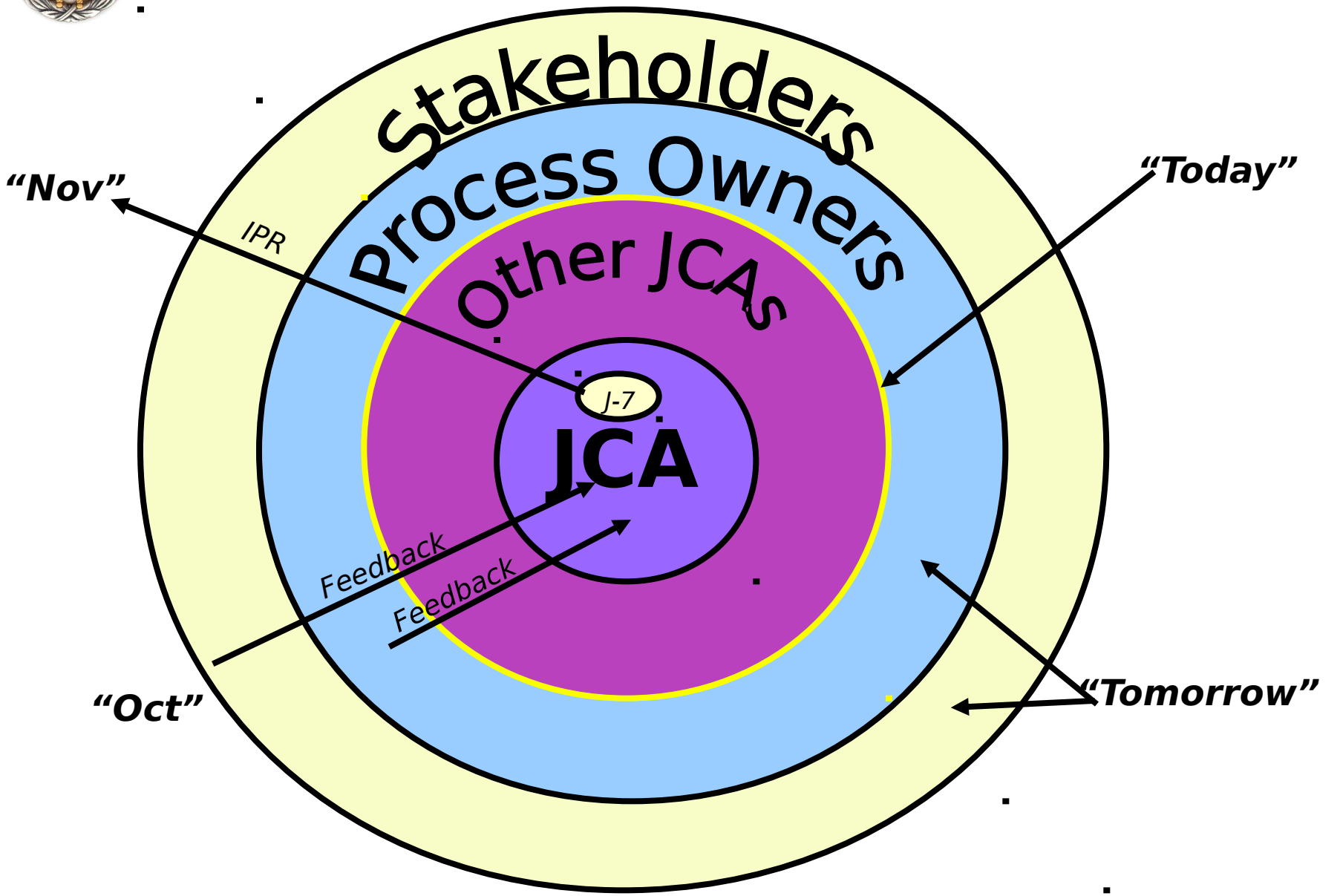
Strategic Guidance

- Less Time
- CBP Methodology
- One Common Langua
- "Born Joint" Capabilit

JFG/JFM/JCA Relationship



The Focus of Effort – Near Term Way Ahead



JCA Vision

Today

- Socialize taxonomy across IPTs and incorporate JCAs into QDR as necessary
- Taxonomy and Lexicon SPIWG
- POM 08-13-AT&L RDMPs, DABs & SPG
- Comment Resolution OPR
  - Basic Rules
  - Lexicon
  - Taxonomy
- GO/FO CRC 24-25 Aug 05
  - Tank
    - Refined Tier 1
    - Working Tier 2
    - Start point for OPR Business Rules
- AT&L Finalizing JCA integration across Acquisition [illegible]

Assumptions

Departmental "process owners" are committed to CBP
- A common language is necessary to institute enterprise-wide CBP
- Sooner is better than later

Nov 05

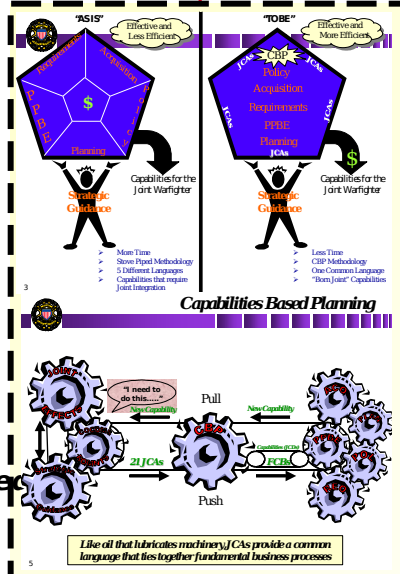
- Tier 1 JCAs reviewed
- Tier 2 JCAs released
- JCA Lexicon submitted
- JCA Lexicon Incorporated Into:
  - CBAs
  - UJTL
  - GFM & JFP
  - Revised SPG
  - Revised TPG
- JCA Lexicon used for IPL assessments
- JCA Lexicon integrated Into PPBE Databases
- Common Theater [illegible]tegic /OPL[illegible]jects List developed
- Incorporated into Adaptive Planning

QDR Language

May 06

- Tier 1 JCAs validated
- Tier 2 JCAs refined
- JCA Lexicon approved
- JCA Lexicon Incorporated Into:
  - CCJO
  - JOCs
  - JFCs
  - JICs
- JCA Lexicon transitioned to joint doctrine

Beyond

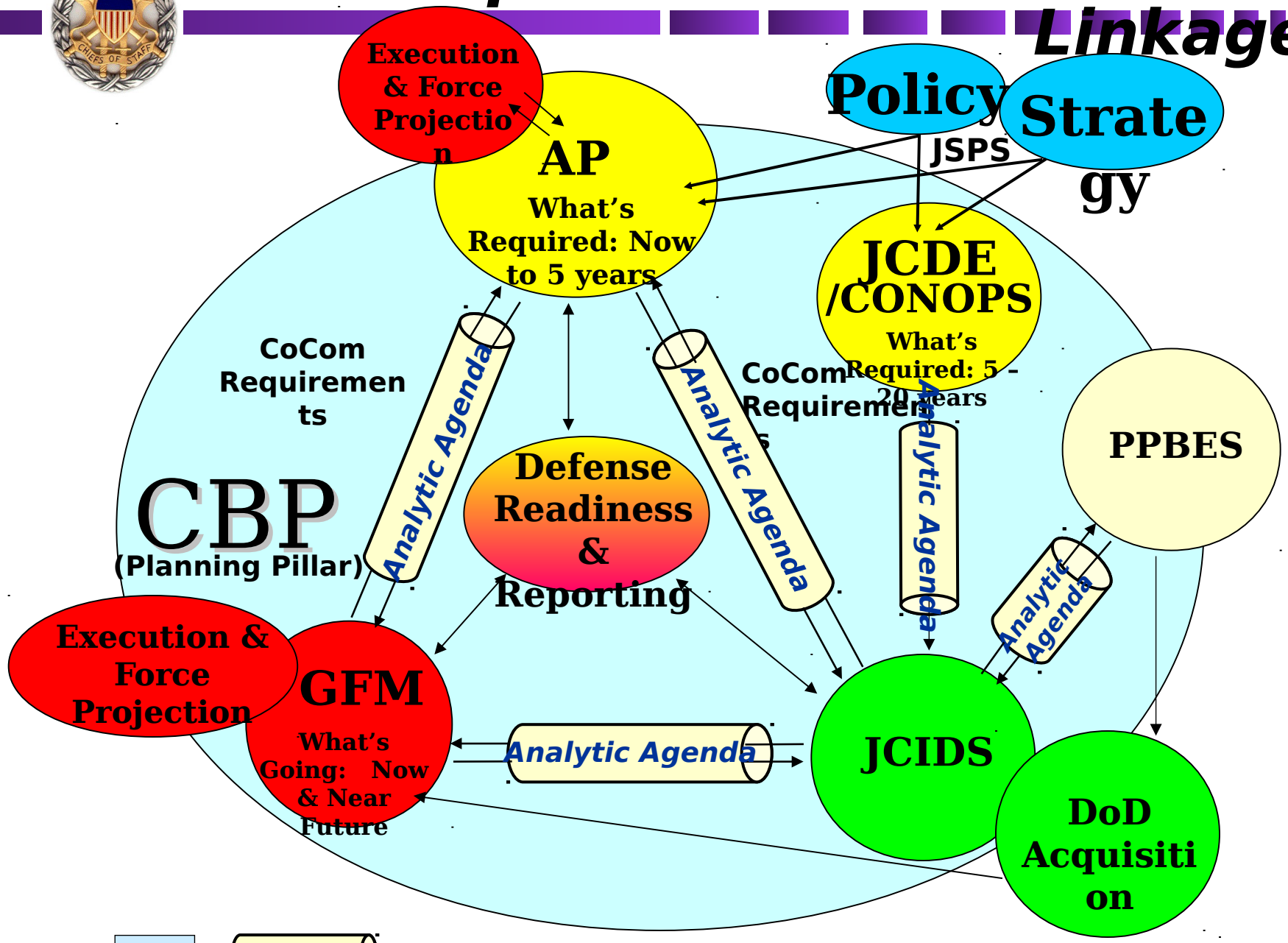

"AS IS"
"TO BE"
Capabilities for the Joint Warfighter
Capabilities Based Planning
"I need to do this....."
Pull
Push
21 JCAs
Like oil that lubricates machinery, JCAs provide a common language that ties together fundamental business processes

Transform the way decisions are approached and made, thereby transforming how strategic investment is done enterprise-wide.

Ongoing collaboration and participation by Joint Staff, OSD, Services, COCOMs and FCBs

★ SECDEF Directed

Capabilities Based Process Linkages



PACOM's "LPTR"

Stage I of III

- **Stage I [March – June]**
  - Generate a comprehensive, prioritized list of Critical Effects for OPLAN / CONPLAN
    - List critical effects by plan phase or lines of operation
  - Generate a comprehensive, prioritized list of Capabilities to achieve those Critical Effects
    - List capabilities by plan phase or lines of operation
  - Identify Programs of Record that are able to resource each capability area
- Examples follow …

Stage II of III

- **Stage II**
  - Review comprehensive list of Capabilities from Stage I and identify those capability areas in which resources are:
    - Short
    - Sufficient
    - In excess / redundant
    - All of the above should be listed by plan phase or lines of operation
  - Identify areas in which you are willing to accept risk
  - Prioritize all of the above
  - Where resources are short, identify why that is the case
- Examples follow …

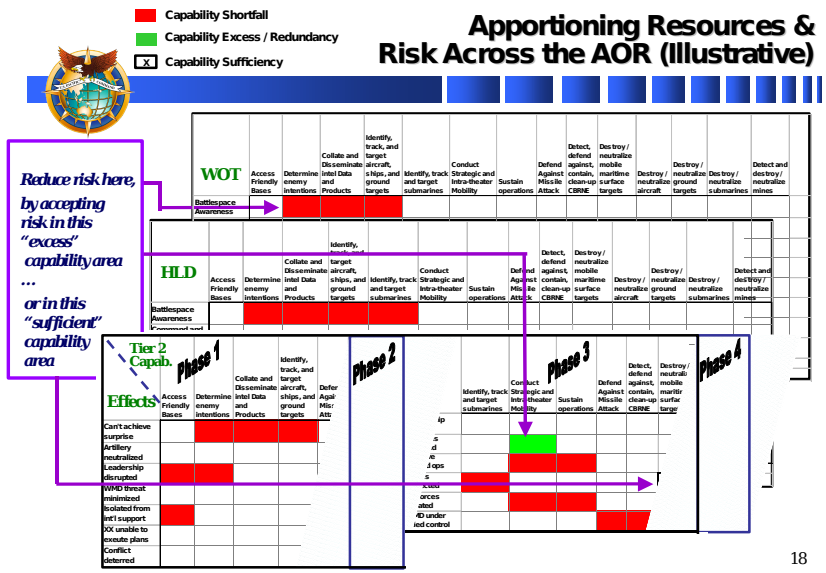
UNCLASSIFIED

Stage III of III

- **Stage III**
  - For each capability shortfall, identify and prioritize
    - Programs
    - Systems
    - Concepts
    - Political permissions, and
    - Allied Investments

  … that are able to mitigate the shortfall

Apportioning Resources & Risk Across the AOR (Illustrative)



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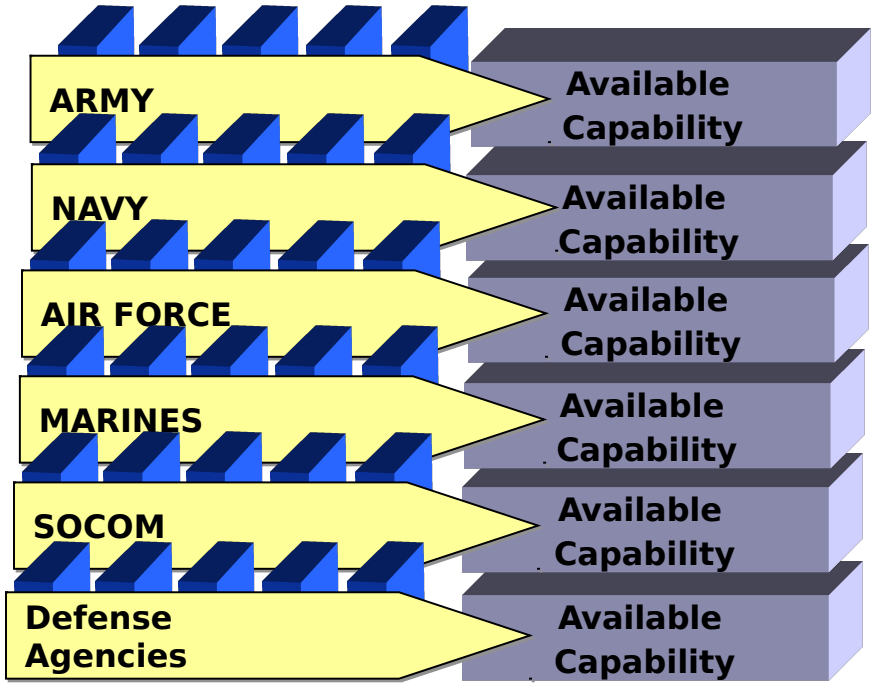
Moving to a Capability Based Framework

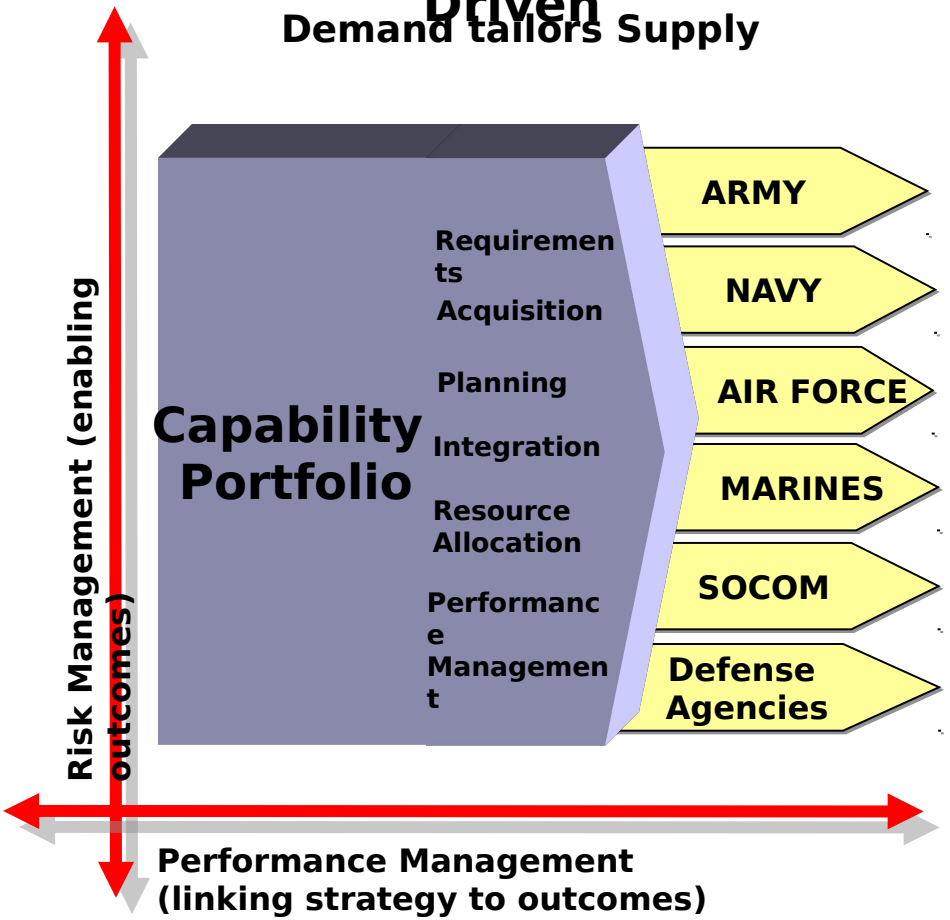
"As Is" Supplier Driven

Supply imposes itself on Demand



"To Be" Market Driven

Demand tailors Supply



Does our current Governance Model allow this Paradigm shift?

PREDECISIONAL DRAFT

(Illustrative Example Using Current JCAs)

Joint Governance

Capability Providers & Other Functional Leadership

Capability Managers (Program $)

Capability Providers (Execute $)

Operations | Support | Force Mgmt | Future Challeng

USA | USN | USAF | USMC | DAD W | COCO M

Strategic Planning Process

Capability Requirements Development

Joint Governance Process

CENTCOM

EUCOM

JFCOM

NORTHCOM

PACOM

SOCOM

SOUTHCOM

STRATCOM

TRANSCOM

Other

Capability Portfolios= linking the plan to resources

Enabling Capabilities

Joint Net-Centric Operations

Joint Information Operations

Joint Battlespace Awareness

Joint Interagency Coordination

Joint Public Affairs Operations

Joint Logistics

Joint Command and Control

Effects Capabilities

Joint Protection

Joint Maritime/Littoral Operations

Joint Land Operations

Joint Air Operations

Joint Space Operations

Joint Access & Access Denial Operations

Joint Shaping

Joint Homeland Defense

Joint Stability Operations

Defense Support to Civil Authorities

Joint Special & Irregular Operations

Joint Global Deterrence

Institutional Capabilities

Joint Force Generation

Joint Force Management

Institutional Investments

Corporate Support

Presider

Congress

SECDE F

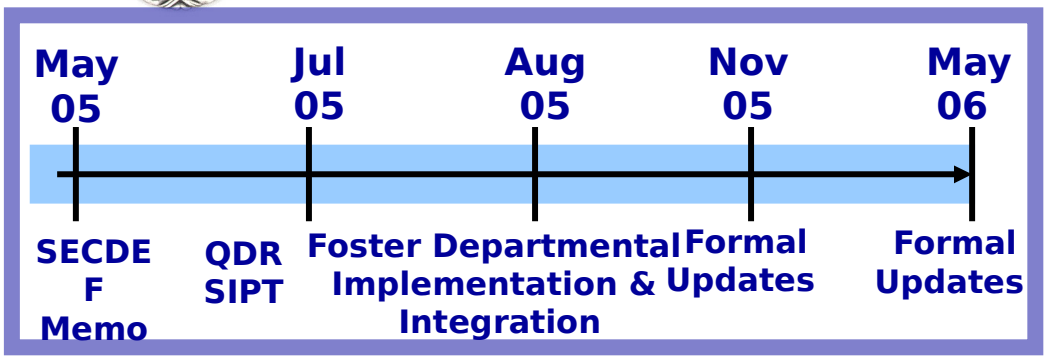
CJCS

Risk Management (enabling outcomes)

Performance Management (linking strategy to

PREDECISIONAL DRAFT

JCAs Near-Term Way Ahead



- Provide refined taxonomy (with lexicon) for Draft QDR Report
- Identify ways stakeholders could implement JCAs
- Foster coordinated implementation of JCAs

SECDEF Memo Tasking

- Incorporate JCAs across acquisition activities including DAB process NLT 31 July '05
- Incorporate JCAs into future Defense Planning Scenarios and Strategic Planning guidance -- Formal update NLT 30 Sept '05
- Refine Tier II layer of capabilities lexicon as required to provide sufficient detail to enhance usefulness -- Formal update on progress (Oct '05)
- In coordination with USJFCOM, integrate capabilities lexicon into Universal Joint Task List --Formal update on progress (Oct '05)
- Use capabilities lexicon in continued evolution of Joint Capability Integration and Development System where appropriate -- Formal update on progress (Oct '05)
- CDR, USJFCOM in coordination w/CJCS incorporate into GFM and Joint Force Provider initiatives – Formal update on progress (Oct '05)
- Implement Joint Capability areas into current process to receive and assess Integrated Priority List (IPL) submissions from COCOMs
- OSD (PA&E) shall apply JCAS to the program and budget databases prior to the FY08-18 POM cycle

Discussion Issues

- **OPR assignments**
- **Necessary detail for JCA "Business Rules"**
- **Uneven Tier 2 development**
- **Reflection of JCA Tier 2 dependencies (white vs blue boxes)**
- **Joint Special Operations & Joint Irregular Operations (lexicon and tier structure)**
- **Joint Public Affairs (PSYOP in the tier 2 structure)**
- **Joint Space Operations**